



MEMORANDUM

From: Cynthia A. Coogan RDML
CG-13

Reply to: CG-133
Attn of: CAPT William Milne
(202) 475-5509

To: CG-00
Thru: (1) CG-1
(2) CG-01
(3) CG-09

Subj: FALL 2007 LEADERSHIP ADVISORY COUNCIL REPORT

1. Your Leadership Advisory Council (LAC) met at the Coast Guard Personnel Command in Ballston, VA from 6 - 9 November 2007. A list of attendees and the scripts from the LAC out brief are enclosed for your review. Since their last out brief to you on May 18, the LAC members have worked in ad hoc interest groups to advance a number of leadership initiatives in addition to engaging local units for issues of potential service-wide importance. The LAC continued its recent efforts to cast a wider net for field level involvement by soliciting input through three LAC-related ALCOAST messages in order to increase its awareness of the topical issues of concern to our members.

2. The LAC will continue to meet on a semi-annual basis, alternating its meetings between the D.C. area in the fall and one of the Training Centers in the spring. The Council continues its efforts to meet your vision of ensuring every Coast Guardsman has the best possible leadership to carry out their missions.

3. Specific action items carried over from the last meeting include:

a. The LAC developed a Leadership Policy Statement intended to communicate your leadership vision to the work force. Having recently obtained your approval and signature, CG-133 is finalizing the printing and distribution of this policy statement to the field. ✓

b. Significant progress has been made toward the LAC's goal of identifying any gap in the leadership development process for mid-grade officers. The Performance Technology Center (PTC) has conducted a leadership gap analysis which included an evaluation of extent data, targeted interviews with flag officers and captains, and extensive field participation through a survey yielding input from 53% of all officers in grades O-3 to O-5. The LAC received a preliminary briefing of the study's findings which indicate that the leadership competencies of Political Savvy and Strategic Thinking are among the least developed in our mid-grade officers. I anticipate that the final report of this analysis will be delivered to me shortly bringing the first step of this multi-stage process to a close. ✓

c. The LAC created a prototype 360-degree assessment tool to be placed on the Unit Leadership Development Program (ULDP) web site as an informal feedback option for horizontal and vertical feedback. The staff of CG-133 will work in partnership with the ✓

Handwritten notes:
A 2/4/08
We need a better way to get info on the internet, into blogs, and other media junior folks use.
1/4/08
Much attention to "transformation" info thrust.
BSC 2/2

5050
DEC 31 2007

Leadership Development Center (LDC) to develop instructions for its use and coordinate its deployment as a field resource.

d. LAC members have drafted a standard CG form intended to provide a template for effective informal counseling while removing the stigma of a permanent service record entry to encourage supervisors and subordinates to engage in open and timely feedback. This form is not intended to replace the "page seven" (CG-3307). CG-133 will initiate a concurrent clearance process before deployment to ensure there are no adverse implications to the personnel administration system. ✓

e. This summer the LDC implemented the LAC's proposal to sponsor a leadership video contest soliciting homegrown videos related to the 28 Leadership Competencies from the field. Twenty one entries, including nine from cadets, were received and evaluated by panels at the LDC and CG-133. Videos from the winners were highlighted at the Innovation Expo and results were announced to the field through ALCOAST 504/07. The videos are currently available to the field through a link on CG Central. ✓

f. Following our 2007 spring meeting, the announcement of the Inspirational Leadership Award program was adjusted to provide you the option of mentioning winners during your State of the Coast Guard address in February. The LAC continues to believe that this address would be an opportune time to showcase the connection between strong leadership and mission execution.

4. Request for field input, coupled with suggestions collected by Council members, resulted in 25 ideas that were discussed during the fall meeting. Many of these ideas were related to three overarching themes: communication, leadership continuum, and issues of shared interest.

a. Communication – The LAC expressed appreciation for redoubled efforts to broadcast the message of transformation on CG Central. They observed, however, that much of our junior work force has limited access to the SWS. Consequently, our members are somewhat constrained in their ability to "browse" for Transformation updates posted on sites which offer only CGDN access. The LAC recommends that risk based decisions relative to technology include consideration that securing information within CGDN often equates to making it inaccessible to our most junior and technically savvy members. The LAC suggests continued efforts to expand the domain available to our members from home citing "Navy Knowledge Online" as a benchmark for access to professional information. Despite the very real need for continuing to expand the audience through technology solutions, the LAC observed that your message seems most effective when delivered in a more personal format citing videos of recent comments on CG Central. While personal engagement from senior leadership on an organizational scale is impractical, the LAC proposes that local leaders be engaged as ambassadors of transformation helping to both personalize and localize its impacts. Our members reported that some of their most powerful learning has come from senior enlisted leaders who were able to restate the larger change effort in localized terms that enable their personnel to understand where they fit in and how the changes will affect them. ✓

Need to address this

b. Leadership Continuum – Much of the field input received was centered on proposed changes to the implementation of existing leadership development programs. In some cases, the field lobbied for mandating the use of currently available resources that seem to be underutilized as optional tools. Topics included standardizing leadership development for strikers given the perceived disparity between the leadership abilities of personnel who attend "A" School directly from recruit training and those who spend time in the field as non-rates prior to attending an "A"

School. Other input raised awareness of the challenges and options associated with delivering required LAMS for our Reserve component.

c. Issues of shared interest – The LAC continues to receive field input that centers on issues of importance to leaders that are perceived to be outside the exclusive purview of this Council. Recent examples have included the attributions of motive and treatment of pregnant members, perceptions that weight standards are not consistently applied or disadvantage some demographic groups, and an apparent lack of diversity among command cadre of field units. Recognizing that we grow our future leaders internally and that these issues have the potential to affect the leadership climate of the organization, the LAC is interested in engaging in dialogue with other advisory bodies such as the Diversity Advisory Council to help produce a holistic approach toward resolving these challenges.

5. New action items identified from field input were discussed and the following recommendations are set forth along with actions planned between now and the Council's next meeting in May 2008:

a. The LAC believes that engaging both the Wardroom and the Chief's Mess will help to localize the message of transformation. They recommend the use of personal letters from yourself and the Master Chief of the Coast Guard as appropriate to Command Cadre providing something akin to Transformation talking points. By challenging them to exercise personal leadership and engage the people under their charge, we may more effectively build a shared understanding of its expected benefits within their community.

b. The LAC proposes studying the viability of implementing a guaranteed "A" School program based on the successful airman program already in place. If adopted, this would provide the fundamental experiences and culture from an initial assignment that are essential to effectively leading at junior levels while at the same time preserving the incentives of a guaranteed "A" School.

c. The LAC recommends the evaluation of the LAMS course delivered through a two-weekend schedule for reservists to determine if it will satisfy advancement requirements for the E-5 Reserve Force. Additionally, the LAC recommends training selected Reserve members to be LAMS Instructors who will be able to assist with the delivery for the Reserve component.

*This is a
good idea!
D. May*

d. The LAC recommends requiring LAMS completion for E-6 personnel prior to being assigned to a command cadre (OIC, XPO, and EPO) or special assignment positions to emphasize the importance of these courses for those seeking to lead. Similarly, the LAC recommends the completion of the CPO Academy for E-7s prior to being assigned to command cadre and special assignment billets beginning in assignment year 2009.

*Agree
D. May*

e. Select representatives from the LAC will work with their counterparts on the Diversity Advisory Council (DAC) to plan a summit in order to identify those issues that cross various councils and recommend actions which more fully address leadership issues of organizational importance.

f. We will publicize the input received and discussed at this meeting and will request field input via an ALCOAST message for future LAC meetings.

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6. The Coast Guard's continued success in operational matters can be traced to the strong leadership at all levels of the work force. Leadership development remains a business imperative as we focus on your first priority of mission execution. Thank you for your continued support.

#

4 Enclosures

McClellan, Daniel CAPT

From: McClellan, Daniel CAPT
Sent: Friday, December 21, 2007 9:33 AM
To: Brandhuber, Bridgette; Donahue, Lynne
Cc: Milne, William CAPT; Folsom, Alfred CAPT; Contratto, Andrea CAPT
Subject: FW: generational military concerns and possibilities

Importance: Low

Bridgette / Lynne - enjoyed the discussion at the Holiday party yesterday.

Attached is a recent article you may find of interest. It speaks to our discussion and the issue of disconnects between "traditional" social/information networks and the "millennial" generation and how they "plug in" ... we (the CG in general) need a better way to communicate important information to "customers" ... "spamming" (e.g. ALCOASTs) is way behind the power curve ...

-----Original Message-----

From: Neill, Sam CAPT
Sent: Wednesday, December 19, 2007 4:55 PM
To: Wehrenberg, Stephen; Stosz, Sandra CAPT; McClellan, Daniel CAPT; Milne, William CAPT; Rogers, William LCDR
Cc: Glynn, Thomas CDR; Pruitt, John LCDR; Greene, Lawrence CDR; 'cperrottet@futurestrat.com'; 'Thomas, Charles'; Williams, Malcolm J; Vorbach, Joseph
Subject: FW: generational military concerns and possibilities

<http://www.strategy-business.com/press/freearticle/07401>

All - You may already have, but an interesting article from our strategy cohort. Many sources cited in here. I'm not certain this generational characterization assembled through anecdote is entirely "on" (and I'm not certain of the virtues of ADD), but some interesting ideas on social networks and social exchange, implications on C2, negotiation skills etc.

Link is above....

r/ Sam

ADMIRAL - MY COMMENTS AND NOTES. THINGS TO FOLLOW-UP ON:

① THRU-PUT @ PETAUMA WRT CPOA AND LAMS FOR E-6. - Concur, we need to look @ numbers/capacity

② LAC/DAC "SUMMIT" - OK

Need CG-6 involvement in this too.

③ SHOULD CHARTER A CG-1 EFFORT WRT BETTER WAYS OF COMMUNICATING W/ YOUNGER WORKFORCE AKA CG-00 NOTES AND EMAIL ABOVE. R/j